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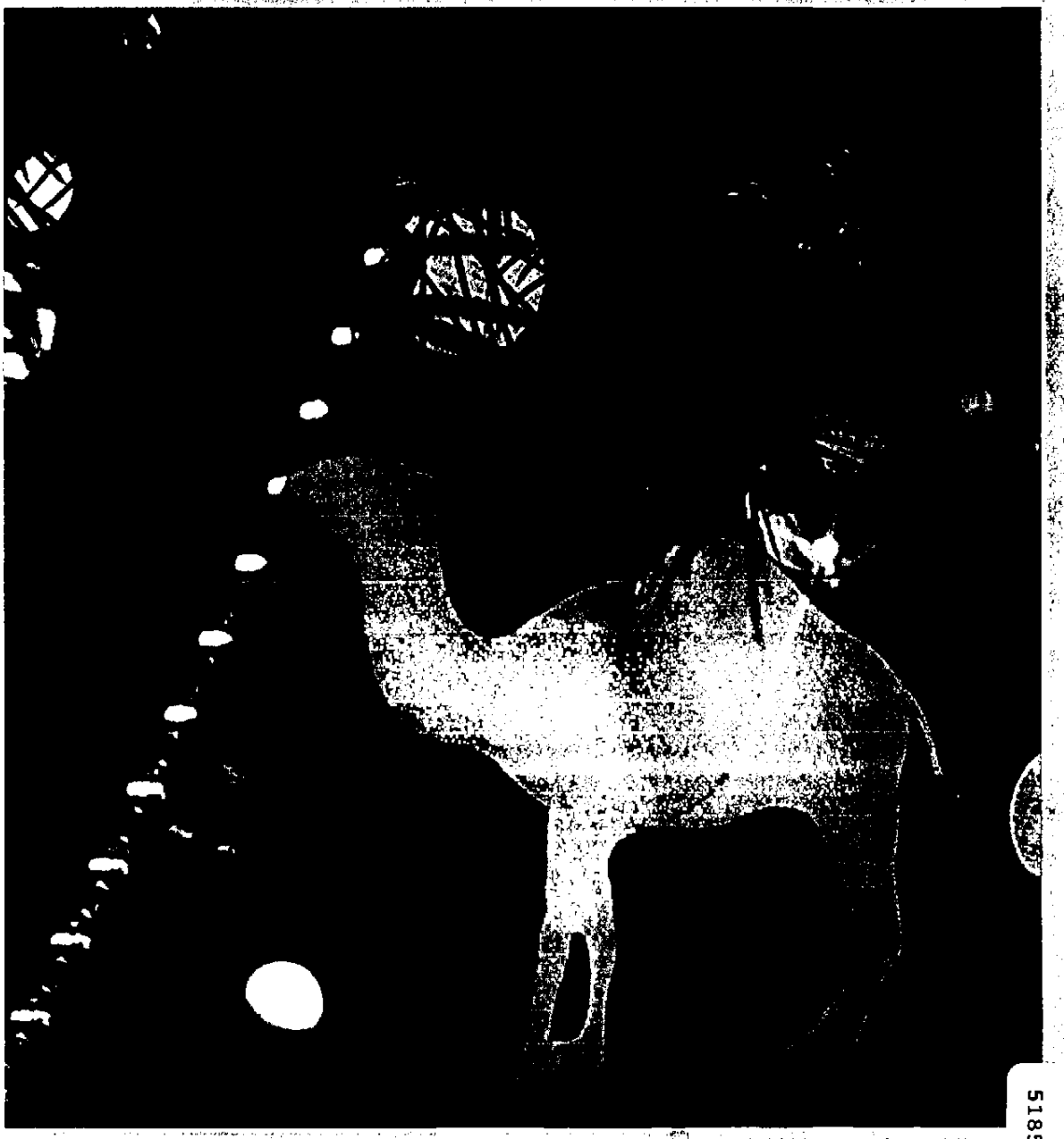
SALES MERCHANDISER

R.J. Reynolds Tobacco Co.
Sales Department / November-December 1989



Season's Greetings

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MEMO

Service is key to our strategy

At the end of each year, those of us in the selling profession like to reflect on our accomplishments. I do it, and I know each of you could list many achievements in your assignment that would fill volumes of the *Sales Merchandiser*.

In our business, success is often expressed in pure numbers — share of market, volume, displays placed or carton fixtures installed. Numbers are relevant because they give us a reading on our progress.

But there is another meaningful measure of sales performance, and that is service. You have often heard the expression, "Serve the customer and the business will follow." I believe it.

Our company intends to be the best tobacco company in the business. We will reach that goal by serving our direct customers, our retail customers and smokers better than our competition does.

We will serve our direct customers better through an innovative program to be announced in January. It is a performance-based incentive program that builds profits for our direct customers and also provides real business-related benefits for us.

Our retail customers will be served better through merchandising and display contracts that keep cigarettes a profitable commodity to sell and showcase in their stores.

Smokers who choose our products will be rewarded with the freshest, highest-quality products in the industry. We will win over competitive smokers because we have the best products. Quality is a service we can provide smokers better than any other company can.

I look forward to the challenges of the 1990s with confidence in each of you and in the entire RJR team. I especially want to express my personal gratitude for your splendid performance in serving our customers in 1989.

The home office staff, Sam Hendrix and I wish you and your family a safe and happy holiday season.

Yancey W. Ford Jr.
Executive Vice President, Sales

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Minneapolis employee's activism pays off

Everyone in the tobacco industry talks about anti-smoking pressures.

Leslie A. Goranson is one person who does something about them.

"I've always been very active in supporting the things I believe in — like women's rights," says Goranson, who is training and development manager in the Minneapolis division.

"And when I joined Reynolds Tobacco 10 years ago, I felt the company shared my beliefs on individual and personal rights, and had the kind of corporate philosophy that would permit employees to work actively to defend them."

Right now, Goranson is closely monitoring anti-smokers' efforts to ban the sale of cigarettes from vending machines in various municipalities in her area, and helping vendors and retailers organize resistance to the proposals.

"This was attempted previously on the state level, but vendors and other groups worked together and defeated it in the state legislature," Goranson explains. "Now the anti-smokers are trying to piece a statewide vending ban together with local ordinances instead," she says.

Minnesota state Capitol is a familiar setting for Leslie Goranson.

Not long after she joined the company, Goranson became involved with the Tobacco Action Network (TAN), a group of tobacco-industry supporters organized and coordinated by the Tobacco Institute. "We speak to different groups and try to encourage grass-roots support," she explains. "I have concentrated on getting our sales reps and customers interested."

Goranson won TAN's annual "Distinguished Activist" award for the Midwest region in 1984, but she has scarcely rested on her laurels since then. Over the past couple of years, for example, she has been battling legislative proposals that would mandate the sale of "self-extinguishing" cigarettes in Minnesota.

"We got it defeated in the legislature last session, and when somebody tried to introduce it again this year, it was shouted right off the floor," she says.

"The work of field sales against smoking restrictions in Minnesota has been very important to our winning several battles for smokers there," says Randy Tompson, director of public issues. "We need this kind of assistance from sales to improve our capability to fight for smokers rights."

Sales employees are urged to report any form of anti-smoking activity they encounter to the Action Alert Hotline, 1-800-333-8683, and to identify themselves as sales employees when they call.

Smoker wins 'Smooth Car'

Gary Starr of Rahway, N.J., dropped in on a nightspot on the Jersey Shore last summer to see the Camel Smooth Moves perform and wound up winning a 1989 Nissan 300 ZX Turbo. Starr won the $35,000 sports car when his name was drawn from thousands of smokers who enjoyed the Smooth Moves song-and-dance resort promotion this summer. Starr (left) receives the keys from Joe Casey, Central Jersey division manager, and Area Sales Representative Ted Marczak, while Old Joe looks on approvingly.

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Sales plans a busy, challenging 1990

"Next year will be a busy year for sales — we always say that at the beginning of every year, and it's always true," says Dick Luongo, director - sales development.

"But 1990 will definitely be a VERY busy year for sales."

This year has been a time of dramatic change for R.J. Reynolds Tobacco Co. Sales, as always, finds itself on the cutting edge of the company's progress, Luongo says.

"Just look at our new mission statement — from 'We work for smokers,' through our renewed commitments to quality, innovation, winning in the marketplace, and to recognizing our people as the strength of our company," he says. "Every aspect of our sales plans for the coming year is shaped by those concepts."

"We work for smokers" will be especially meaningful for field sales, Luongo adds.

"Our major thrust will be to reach and impact the smoker with innovative strategies that will be announced in January," Luongo explains. "That strategy includes gaining competitive trial of our younger-adult brands — Camel and Magna — through carefully focused promotional activity."

A top priority is inventory management, from company storage and public warehouses . . .

. . . to sales reps checking store shelves for out-of-date or damaged stock.

Many of these promotions will offer premiums "because research shows that premiums are a very effective way to gain competitive trial by younger-adult smokers."

Package promotion plans for 1990 call for better use of our resources by penetraing deeper into the marketplace with high-quality, in-store purchase incentives.

In the area of special markets, the Black Initiative and Hispanic programs, implemented this year in several cities, will be expanded to select markets nationwide, Luongo adds. "We will be building strength on strength with these smokers.

"Heavy new-brand activity will address our objective of being the most innovative tobacco company," he continues. "We have many new brands and styles to test, and they will be supported by extensive promotional programs.

"We also want to continue and expand

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the success stories of Camel, Magna and Doral," he notes. "These and other targeted brands will continue to be heavily promoted.

"New manpower programs will express the company's passion for winning and innovation by harnessing the strength of the sales force to maximum advantage, giving sales reps more time for selling," Luongo says.

"The new Brand Business Unit (BBU) system will facilitate teamwork among sales and other company operations, Luongo adds.

"Each BBU has representatives of all major departments — research and development, manufacturing, marketing and sales — working together on ads, point-of-sale materials, work plans — anything related to the marketing of our products," Luongo explains.

"Sales provides help in selecting the best programs and deciding how best to implement them. The key is teamwork."

Innovations such as the BBU system are important elements in a new way of looking at the sales responsibility, Luongo adds. "Our direction now is not just volume, but consumer volume. To be consumer-driven means changing the way we work in some ways — and being as flexible as possible, always."

One of the most significant changes is the elimination of periodic "trade loading," the practice of selling excess product at quarter-end periods. Eliminating loading offers many benefits, including less returned goods and faster product turnover.

Best of all for the smoker, however, reducing inventory promises to improve the freshness and quality of the product. When inventory is viewed in terms of the number of days' supply of cigarettes on hand, it is clear that reducing the supply means fewer days between producing and smoking each cigarette.

"Everybody talks about product quality, but this is our chance to have a real impact on it," says Bruce Hatter, director – sales development analysis. "Product tests show that smokers know fresher is better, and we plan to have the freshest product in the industry."

A variety of aspects of product inventory control will be increasingly important responsibilities for sales as loading is eliminated. Starting at the factory door, teamwork within the company will be required to manage the inventories that the company controls, including stock in company storage and public warehouses. In dealing with direct and retail accounts, sales reps must be careful to avoid build-up of excess product, especially of lower-volume brands.

"But too little inventory can be as serious a problem as too much," Hatter explains. "Each customer's optimum inventory level should be determined by current carton and package sales levels, potential for sales growth and a number of other factors, including the number of brand styles stocked and the type of outlet. Reps must be prepared to help their customers understand these issues, to gain the cooperation at all levels that will be needed to make inventory management work."

In merchandising, fixture installations should reflect the realities of brand and style characteristics and objectives, market share, store sales levels and company needs.

Product rotation will play a key role in delivering on inventory control's promises of freshness and quality. Product must be rotated consistently, in every call on every customer, to guarantee maximum freshness.

The elimination of loading will reduce the quantity and cost of returned product, which will be monitored closely, against specific objectives. Other return policies, such as repackaging product instead of returning it when case or carton damage does not affect the product, also must be followed carefully.

"With proper inventory management and product rotation by chain service personnel as well as sales reps, the returned-goods objectives can be met," Hatter says.

Inventory management also means tighter control over the sales department's own inventory of sales materials. Sales materials add up to a multimillion-dollar business each year, and these assets must

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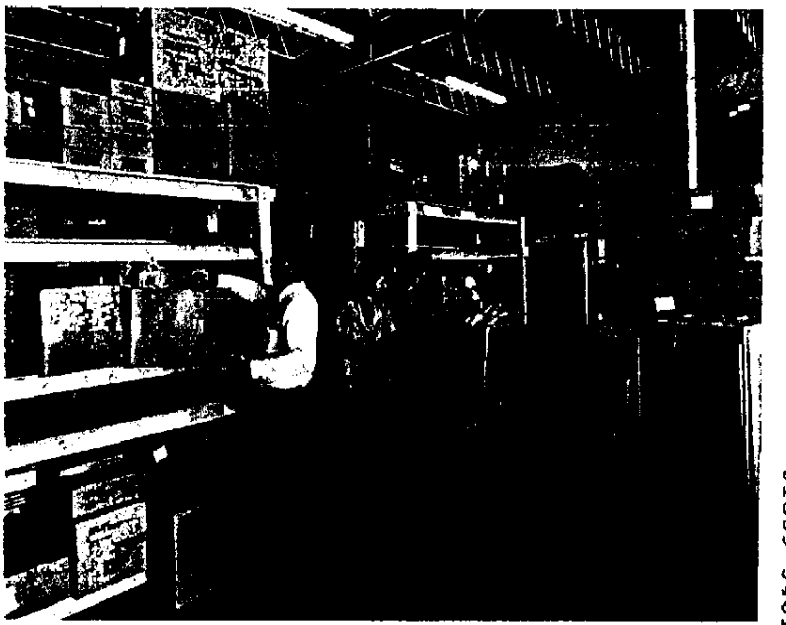

New sales materials inventory management system will ease divisions' storage problems.

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be managed as efficiently as product inventory levels, says Robert Roberts, sales materials manager – package merchandising.

"An inventory management system has been developed to help us reduce the amount of working capital committed to sales materials in our field offices," Roberts says. "Reducing this inventory will free assets for other business-building sales programs."

A merchandiser-refurbishing program also has been implemented, as part of the overall sales-materials management system, says Wayne Tucker, group manager – sales materials. "This program is designed to extend the useful life of our merchandisers at retail and reduce capital expense, freeing funds for other merchandising programs," he explains.

The refurbishing program is limited to overhead package fixtures and the Flex system, and is being implemented in about half the sales divisions, says Carson Strickland, national manager – refurbishment. "This first phase will give us a chance to be sure that our procedures work to maximize the potential of this progam for all divisions," Strickland says.

With new programs and new ways of doing familiar tasks planned at all levels of the business, 1990 looks like a very busy year for sales, just as Luongo promises. Most exciting of all, he adds, "we're learning that working smarter is usually the best way to accomplish our consumer mission — that 'We work for smokers' is, quite simply, the best way for a cigarette company to do business."

Marketing programs tested successfully in 1989 will be expanded, including Black Initiative . . .

. . . and the Hispanic marketing program, which stars Joe the Camel as 'El Tipo Suave.'

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Bike racer tested his limits at games

When Dick Amazon decided to enter his first world-class bicycle race this year, he had only one goal in mind: "I didn't want to come in last," says Amazon, senior chain accounts manager in the Cincinnati chain division. "I figured I would be happy just to make a respectable showing."

Amazon's showing in the 20-kilometer race, held in the tropical heat of Singapore in September, was more than respectable. He finished second in an international field of 35 cyclists, most with far more competition experience, to win a silver medal in the Seventh World Transplant Games.

"I was thrilled — I was ecstatic to come in second," Amazon says. "It was more than I ever expected."

Editor's Note: Sales Merchandiser *welcomes suggestions from the field of sales employees to be featured in the "People" column. Send the name, job title and location of the employee, with a brief description of why you think he or she would make an interesting "People" story, to* Sales Merchandiser, *Reynolds Building, 17th Floor, Winston-Salem, N.C. 27102.*

But the silver medal is only a symbol of the experience that Amazon shared with hundreds of other amateur athletes from all over the world who participated in the games. All competitors shared one unique qualification: all had undergone some form of transplant surgery — receiving a new kidney, as Amazon did, or a new heart, lungs, liver or other organ.

The games have been conducted every other year for the past 14 years, to demonstrate the dramatic results that can be achieved with transplant surgery — and to dramatize the need for organ donors and continued transplant research.

Amazon received a kidney donated by his mother in January 1985, after a previously diagnosed kidney ailment worsened, reducing his own kidney function to about 10 percent of normal. Amazon feels he was fortunate in two ways: He did not to have to undergo a long period of dialysis -- being attached every few days to a machine that cleanses the blood, substituting for the defective kidneys — waiting for a donor. And he was able to receive a kidney from a close relative, minimizing problems of rejection of the donated organ.

"I have had a comparatively easy time since my surgery," Amazon says. "But I feel like I need to test my limits, to find out what I am capable of. I also want to do more to help others, to show people facing transplants what they can accomplish if they put their minds to it."

Amazon had taken up cycling for exercise after his surgery. He also plays tennis and racquetball and works out at a health club to stay fit. When his doctor suggested early this year that he compete in the transplant games, Amazon checked the level of performance he was likely to face and decided to try it. He also signed up to compete in tennis.

To prepare for the race, Amazon increased his weekly riding distance from about 100 to 200 miles and intensified his workouts. The preparation paid off on race day, Amazon says. With the temperature hovering around 100 degrees on the two-kilometer course laid out on the sweltering city streets of Singapore, "if I hadn't prepared myself, I'd have been in trouble," he says.

Amazon and the other Americans also were fatigued by their journey halfway around the world to Singapore and the resulting time difference, Amazon notes. "It was a 28-hour trip, and the time was exactly reversed — if it was noon, we felt like it was midnight."

The American contingent arrived several days before the start of the games, and spent the time seeing Singapore and practicing. "Singapore is no paradise, but it is very modern, and the people are friendly and helpful," Amazon says. When Amazon discovered his bicycle had been damaged in shipment, he took it to a nearby shop, where the owner refused to accept payment for the repairs. "We became good friends, and exchanged gifts when we left," he notes.

Several days of riding practice also gave Amazon and another American cyclist, from

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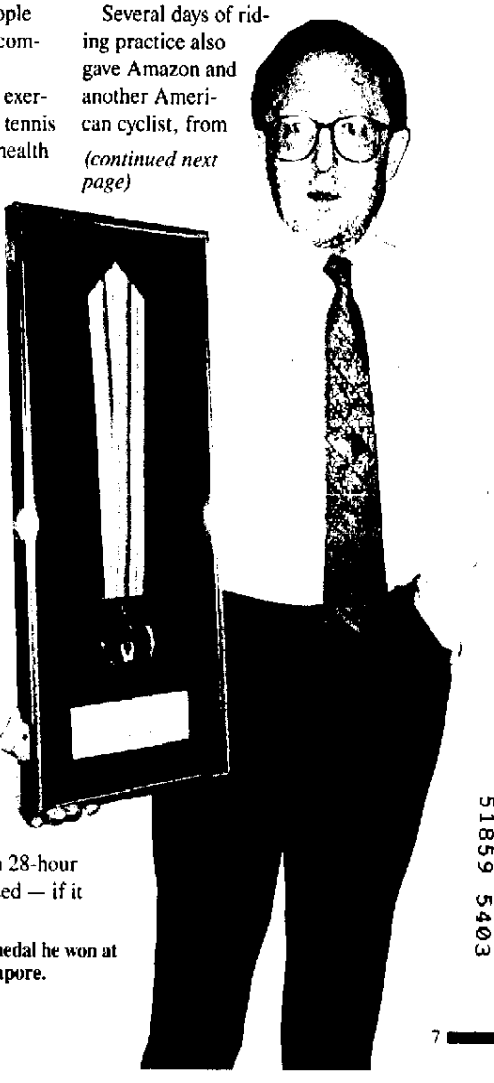

Dick Amazon has plans for the silver medal he won at the World Transplant Games in Singapore.

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Michigan, a chance to work out some strategy for the race.

On the individual level, a 20-kilometer race is "almost a sprint — you go pretty much all-out for the whole distance," Amazon says. "Somewhere between half and three-fourths of the way is the hardest point for me — but if I can get past the three-fourths point, I get a second wind and I can go on.

"Team racing strategy is pretty much a matter of helping each other keep up a good pace, and drafting," Amazon adds. Drafting — a term familiar to Winston Cup racing fans — refers to the practice of following a competitor very closely, in effect slipping through the hole he makes in the air, thus reducing the amount of effort required to maintain the same speed.

"This other American and I stayed up near the front, drafting these two Frenchmen, for the whole race. The Frenchmen wanted us to pass them, so they could draft us, but we wouldn't do it," Amazon recalls. Then, in the last few hundred yards, the Americans burst into the lead, with Amazon finishing only inches behind his teammate, and one of the French competitors only inches behind Amazon. "Our strategy worked," he says with a grin.

On the job, a computer helps Amazon track chain sales performance in the Cincinnati area.

Amazon rides about 100 miles per week, and doubles that distance when preparing for a race.

Amazon says a winning performance on the racetrack starts with months of advance training and preparation.

Amazon was less fortunate in the tennis event, which was scheduled at about the same time as the bike race. "I had to catch a cab to the tennis court and play in my cycling clothes," Amazon says, laughing. "I missed my singles match and made the doubles, but we lost."

Amazon says competing in the games was "a phenomenal experience," and adds that he hopes to participate in the 1991 World Transplant Games in Budapest, Hungary. Meanwhile, he is pleased that his participation has helped focus media attention on transplant programs, as well as winning him an invitation to play in a Kidney Foundation tennis tournament in Florida this month.

While he is in Florida, Amazon plans to visit his mother, to present her with a very special memento of his stay in Singapore.

"I'm going to give her my silver medal," Amazon explains. "After all, if it hadn't been for her courage in being a donor, I wouldn't have been there. She's the real 'hero' of this story."

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Source: https://www.industrydocuments.ucsf.edu/docs/xpfn0000

Persistence wins in N. Denver

Perseverance and patience are the keys to selling RJR merchandising to an account where the competition is deeply entrenched. Area Sales Representative **B.S. Bergman** of the North Denver division learned that lesson with Liquor Mart, a major, 500-carton-per-week outlet in his assignment.

Two years ago, Liquor Mart was a Philip Morris showcase, with PM carton merchandisers and a Cambridge savings center. The account had used PM fixtures for years and seemed little interested in making a change.

But Bergman persevered with his presentations on RJR's merchandising programs, and he patiently waited for the account to recognize the superiority of RJR fixtures, products and service. Finally, his perseverance and patience were rewarded: Liquor Mart has replaced its PM fixtures with RJR Flex for carton sales and a Doral Savings Center.

Flex carton merchandisers and a Doral Savings Center were placed at Liquor Mart by B.S. Bergman after two years of presentations.

Sales set records at Ohio fair

Building on a solid foundation of success laid down in earlier years, the Columbus, Ohio, division mounted a massive promotional campaign and set new records for placement of impact pieces — and for sales volume — at the 1989 Ohio State Fair.

The Columbus division sales team assigned to the fair this year included Area Sales Representative **Ginger Groom**, Sales Representative **Matt DePiero** and **Ed Agner**, who works the division's pack-action program. They furnished the fair's three cigarette concession stands with impact pieces, signs and promotional displays, gaining a prominent presence for RJR with the smokers among the 3.4 million people who visited the fair during its 16-day run.

Groom, DePiero and Agner placed permanent counter displays, pack-action displays, Magna 40-pack displays and Winston clocks at each concession stand. They also placed 10 metal Winston signs, four 3-D Winston signs, three cigarette center signs, four Salem signs and numerous Magna advertising pieces. Promotional items available included Salem and Camel T-shirts, Magna, Salem and Camel sunglasses and Camel mugs.

The bottom line was a healthy 53.4 percent increase in sales, to 15,774 packs, with especially heavy sales of Camel and Magna. RJR's share of the fair market increased from 35 percent to almost 39 percent. "I feel this was the finest job done in the eight years I have been involved in this special event," says Columbus Division Manager **N.W. McCleary**.

Teamwork adds chain presence

Teamwork is an essential element in sales success. Consider, for example, the Billings, Mont., division, where sales teamwork spans the range from regional manager to sales rep.

Billings Division Manager **W.G. Taylor** reports that repeated contacts by Seattle Regional Manager **E.R. Haisch** were instrumental in Taylor's successful campaign to sell the Preferred Presence Program to the KwikWay convenience chain. Preferred Presence displays and overheads have been placed in prime spots around the 20-store chain and store management is pleased with initial customer response, Taylor adds.

Another winning Billings team is Assistant Division Manager **Tom Viall** and Area Sales Representative **Brent Jorgenson**. Viall and Jorgenson teamed up to sell the 30-store Town Pump convenience chain the Preferred Presence Program.

Town Pump had used its own handmade overhead units and was testing two PM overheads for use throughout the chain when Viall and Jorgenson presented the RJR alternative. The chain is now an RJR showcase, from Preferred Presence displays and overheads to door decals.

Town Pump chain tested PM fixtures before deciding to accept RJR's Preferred Presence Program.

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E. Cleveland runs up the score

The East Cleveland division sales team has been running up the score against the competition recently with a triple-threat merchandising offense. The combination of Flex fixtures, the new spring-load package merchandiser and the Doral consolidation contract has replaced 35 competing savings centers and seven Philip Morris carton racks with RJR units, for an increase of more than 1,000 savings rows.

Area Sales Representative **R.J. Mandolin** is the division's "consolidation king," adding 195 new savings brand rows in his assignment. Mandolin converted North Ridge IGA to exclusive RJR consolidation, replacing five competing savings centers. He also replaced PM fixtures with RJR Flex at the New Harbor Super Duper and upgraded or replaced competitive savings centers at two Giant Eagle stores, two Orlando Golden Dawn locations, Perry Park News, Kinsman Sparkle, Ralph's Value King, Jefferson Golden Dawn, Cook's Super Duper, R & B Market and New Century Foods.

Area Sales Representative **Georgia A. Derose** replaced a PM carton fixture at Nolan's and sold exclusive RJR fixtures, including carton, package and savings center units, at Prot's, Porter IGA, Town & Country, Spicko's Sparkle, Tam's, Middlefield Value and two Kresge locations.

Area Sales Representative **Phyllis M. Stark** replaced six competing savings centers with exclusive RJR fixtures at Jote's, placed consolidation units at Mentor IGA, Tam's and Rini's, and sold a new shelf plan at Reider's.

Area Sales Representative **J.L. Price** converted Sid's Get It for Less to self-service sales with electronic security, placed new savings centers at Catalano's and Oakwood Party Store and upgraded fixtures at Carl's, Gale's and Heinen's.

Area Sales Representative **Paula R. Trombley** headed off a PM merchandising challenge at Headlands IGA, placing RJR spring-load package units and replacing four competitive savings centers with RJR fixtures. Trombley also sold new savings centers to Collin's Super Duper, Rini's and Giant Eagle.

Area Sales Representative **R.L. Odum** sold a Sid's Get It for Less in his assignment an exclusive RJR self-serve savings center and sold Henry's Bi-Rite on a consolidation plan.

Sales Representative **Chuck Dolnosich** sold new or upgraded fixtures at Short's, Giant Eagle, Value King, Country Market and Steinhoff's. Dolnosich also placed an exclusive RJR savings center at Super Duper, replacing six competitive units.

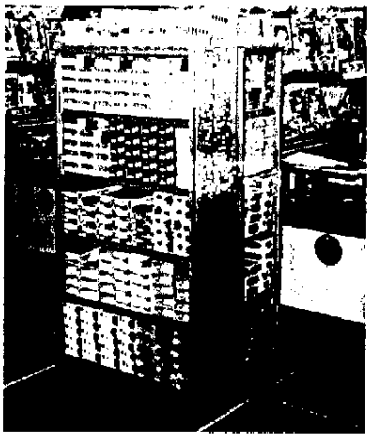
Sales Representative **Greg Ugino** eliminated the last PM carton fixture in his assignment when he placed an RJR unit at Boyd and Larry's. Ugino also sold consolidation plans to Giant Eagle, Market Basket, Edd's, Waterford Super Duper and J & L Shur Fine.

Indian stores boost business

High-volume Indian stores on the Arizona-New Mexico border provide a significant contribution to RJR volume in the region. Phoenix division Special Accounts Manager **W.V. Nygaard** thus takes extra care to follow through on all promotions and merchandising programs accepted by the stores.

Targeting the five-store Ortega Indian Stores chain, Tom Shirley Trading Post and T/P Tomahawk Indian Store, Nygaard sold 69 cases of Doral, speeding turnover with $2.50-off coupons; placed five Doral Savings Centers; sold two 12-foot Flex carton racks and placed curb-mount and ground-mount signs and laminated Doral price advertising at all locations.

The extra effort is paying off in greater RJR presence in the stores, and additional volume. Mass displays of Doral sold 46 cases during the first two weeks of the $2.50-off promotion.



Riser Foods, a chain that accounts for 40 percent of the supermarket business in the Cleveland area, has adopted RJR merchandising.

Consolidation adds volume for Doral

Doral consolidation scored a major sales victory for RJR in Cleveland recently when Senior Chain Accounts Manager **J.M. Piscitelli** sold the program to a new chain that accounts for 40 percent of the area's supermarket business.

Riser Foods, a new company combining the Rini's, Rego's, Carl's and Fazio's supermarket chains, adopted Doral consolidation after a coordinated campaign by management and sales representatives from the East Cleveland, West Cleveland and Akron, Ohio, divisions. They have placed a combination of new Flex consolidation units, additional sections for savings brands in existing Flex sets and two- and three-sided wooden Doral Savings Center units.

Total savings center rows have increased by a whopping 53 percent, to 2,785 rows. Of that total, 1,100 rows, or 40 percent, are controlled by RJR. Self-service savings centers also have been expanded, to 43 of 52 stores, all with exclusive RJR fixtures.

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Albany sells cycle fans RJR brands

Sales success often is a matter of recognizing and capitalizing on sales opportunities. In the Albany, N.Y., division recently, opportunity took the varied forms of a motorcycle rally and a competitive fixture.

Albany Assistant Division Manager **K.J. DeLury** sold the promoters of the three-day Harley-Davidson Rendezvous Classic on exclusive RJR promotions, advertising and merchandising at the concession stands. With 10,000 motorcycle fans on hand, more than 300 cartons of RJR brands were sold, including a number of cartons with the Camel sunglasses promotion.

Area Sales Representative **R.E. Close** spotted opportunity in his assignment in the form of a Philip Morris System 200 carton merchandiser at Millerton Supermarket. Close replaced the competitive unit with a 16-foot in-line Flex merchandiser with electronic security and a four-foot savings segment. The new unit triples display of RJR full-price brands and doubles the space for merchandising Doral and Magna.

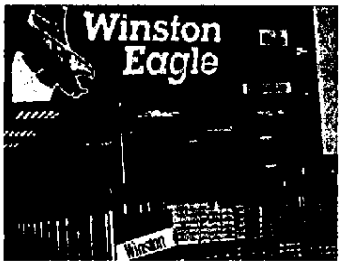
Grocery Depot bought this triple Flex end-cap set from C.W. Kinnison.

Doral, Flex rout competition

Area Sales Representative **C.W. Kinnison** of the Shreveport, La., division recently completed a triple play for RJR merchandising at a key, high-volume grocery account — and threw strike three to send the competition to the showers, as well.

Pitching the new Doral consolidation contract, Kinnison sold the Grocery Depot in Vidalia, La., on a triple end-cap Flex set with Doral on the top three shelves of the consolidation fixtures, based on Doral's impressive brand share results. The new units replaced a number of competitive fixtures and boosted RJR brand presence in the store.

Winston racing boat is 'special' for sales



RJR-sponsored "Winston Eagle" hydroplane was the focus of promotional activity around Spokane, Wash.

The best way to make an RJR brand-sponsored special event truly "special" is to capitalize on the opportunity it provides to build incremental volume, at the competition's expense.

The "Winston Eagle" hydroplane came to Spokane, Wash., recently for a three-day boat-racing event. Area Sales Representative **T.E. Hadley** of the Spokane division decided to take full advantage of the attention focused on RJR by the company-sponsored "thunderboat" and the exciting racing series in which it competes.

In the two weeks before the races, Hadley placed and sold out 17 90-carton floor displays, selling more than 1,500 extra cartons. He also placed 25 counter displays and 175 banners, including 130 at retail stores and 45 at the race site.

Hadley also sold the concession operator at the race on exclusive distribution of RJR brands in concession stands, accounting for 75 cartons sold.

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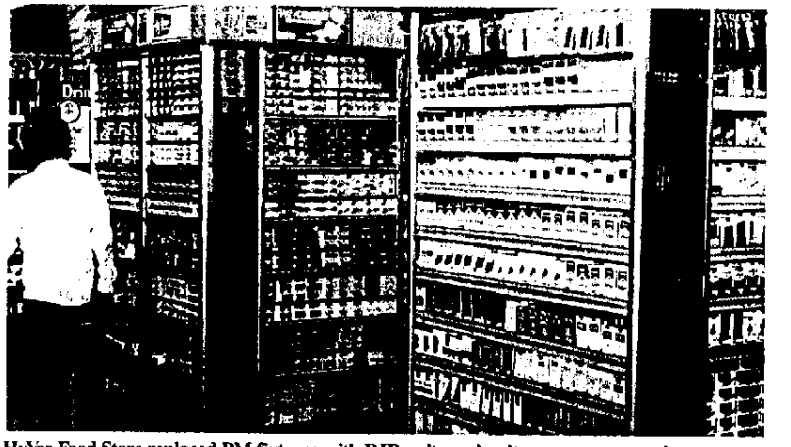
Omaha supermarket switches to RJR units

A *Wall Street Journal* report on the impending demise of RJR merchandising in an Omaha, Neb., supermarket has turned out to be greatly exaggerated — thanks to the persistence and selling skills of Area Sales Representative **Vicki Daharsh** of the Omaha division.

The *Journal* recently published a story about how Philip Morris is attempting to rob "weakened rival" RJR of its hard-won position of merchandising leadership in the wake of the recent changes in RJR ownership. The story cited HyVee Food Store in Omaha as an example of an RJR account that was considering a switch.

But the story had a happy ending for RJR, after all — though the *Wall Street Journal* never went back to Omaha to report how it all came out.

Despite redoubled efforts by PM to win over the account recently, HyVee's only "switch" has been in RJR's direction. Following Daharsh's presentation of the latest and best of RJR merchandising, HyVee accepted a new combination unit, replacing a six-foot Philip Morris savings center.



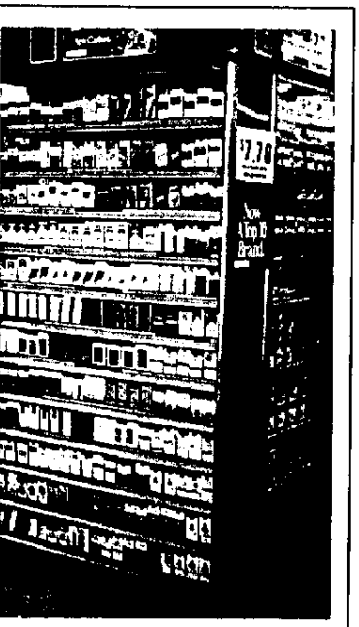
HyVee Food Store replaced PM fixtures with RJR units — despite news reports to the contrary.

Far from being in a "weakened condition," RJR continues to build strength on strength in merchandising, with superior fixtures, products and service. "Our people in the field, from sales representatives to the area vice president, are not taking a back seat to Philip Morris and their tactics," says Mid-Western Area Vice President **Pat Cundari**.

High-volume store takes spring-load

Selling ABC Supermarket, a 660-carton-per-week outlet in Carbondale, Pa., on RJR merchandising was almost as simple as ABC for Area Sales Representative **Cynthia Page** of the Reading, Pa., division. Nothing "sells itself," but RJR's combination of Flex, spring-load design and the consolidated savings center concept is so clearly superior to the competition that most retailers find it highly attractive.

Page sold ABC Supermarket a 4X4 spring-load Flex unit with a consolidated savings center section. The unit replaces a Philip Morris spinner and four competitive savings centers.



Flex unit replaces competitive fixtures at ABC Supermarket.

Sales of Magna are great in N.Y.

"Magna" is the Latin word for "great" — and Magna is the RJR word for a great smoke at a great price and great sales volume in the Syracuse, N.Y., area.

Syracuse Division Manager **Bruce A. Cook** recently challenged Special Accounts Manager **Jack W. Spring** to maximize Magna convenience-store volume.

Spring sold a total of seven convenience chains in his assignment — A-Plus, Byrne Dairy, Atlantic/Northern, Atlantic/Southern, Nice 'N' Easy, Sun Rise Foods and Sears Express Shops — on a 25-cent price reduction, with extra orders of 1,572 cartons at 165 stores. He also sold the same chains an additional 3,100 cartons of Doral for a 25-cent price reduction on that brand. All nine of Spring's convenience package outlets also accepted the Salem beverage holder promotion, with extra orders totaling 856 cartons.

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Source: https://www.industrydocuments.ucsf.edu/docs/xpfn0000

RJR scores gains in New England

New England is RJR country, thanks to the perseverance and selling skills of the sales reps in the Hartford, Conn., division, and Hartford Senior Chain Accounts Manager **J.D. Lawson**.

After a lengthy campaign to eliminate the competition in First National Supermarkets, a high-volume Connecticut-based chain with 67 stores all over New England, Lawson finally received approval for a "total" RJR merchandising program at all locations. All new and remodeled stores will receive Flex carton merchandisers, a Flex consolidated savings center, and RJR universal package fixtures and express checklane units.

The 10 sales reps in the Hartford division recently staged a week-long "display blitz" for the Camel, Salem and Magna brands. They concentrated on gaining rapid coverage with large numbers of self-service premium displays in high-volume pack outlets.

Results were impressive: In a single week, 115 counter displays and 226 floor displays were placed, and 19,778 cartons were sold. Best of all, the blitz provided intensive exposure for RJR brands in these high-traffic retail locations, promising even larger volume results.

Hartford, Conn., division sold more than 19,000 cartons with week-long Camel premium "blitz."

Florida store accepts fixtures

Area Sales Representative **Bryan L. DeVore** of the Sarasota, Fla., division has spent the past year and a half converting Mount Vernon Foodway from a Philip Morris stronghold into an RJR merchandising showcase.

DeVore replaced PM fixtures with RJR Flex end-cap units for full-price sales and replaced four competitive savings centers with an eight-foot Flex fixture at the front end. PM package fixtures were replaced by two RJR spring-load package units.

Capitalizing on this success, DeVore recently sold Mount Vernon Foodway on the new RJR supermarket Preferred Presence checklane merchandiser. Once these units are installed, Mount Vernon will resume self-service sales of packs.

O'Hare sells NYC drug chain

Pathmark Drug Stores accepted RJR merchandising for its New York City outlets.

Persistence can be rewarding, especially when the result is a major presence in a high-volume, big-city retail chain. That was the payoff recently for Queens, N.Y., Division Manager **Kevin O'Hare**.

O'Hare has made numerous presentations to Pathmark Drug Stores, one of the largest and highest-volume New York City drug chains, with 32 stores. Recently, O'Hare's persistence began to pay off. Pathmark has approved a new cigarette merchandising program that includes a four-foot exclusive carton display of RJR brands and eight feet of RJR spring-load package units, replacing store shelving, in all locations. Doral continuous counter displays also have been approved for 21 stores and permanent counter displays were accepted for 17 locations.

Chain changes some of 'nevers'

Never say never, especially when faced with a chain that "never" accepts cigarette merchandising and "never" allows self-service cigarette sales. RJR sales reps know that kind of "never" really means "until we sell them RJR merchandising."

For example, **Stefan Majer**, training and development manager in the Philadelphia division, was told that Clover Discount Stores, with 22 locations in Pennsylvania and New Jersey, "never" permitted placement of cigarette fixtures, "never" participated in any form of self-service cigarette merchandising and "never" sold savings brands.

After numerous presentations, Majer has begun to reverse some of this chain's "nevers," starting with approval of self-service sales of all styles of Doral and Magna at all locations. With RJR's programs and products, Clover's initial order of 56 cases of Doral and Magna is only the beginning.

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Source: https://www.industrydocuments.ucsf.edu/docs/xpfn0000

PROMOTIONS & APPOINTMENTS

Sales manager – finance post created to aid six area VPs

The new position of sales manager – finance has been added to the sales area staffs.

The new position was created to provide assistance to the six sales area vice presidents in all financial aspects of their operations.

The following employees, selected from various home-office financial services assignments, were named to the position, effective immediately:

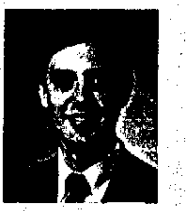
Jerry W. Fightmaster, North Central; **W. Ray Harris**, Mid-Western; **C.T. Hill**, Pacific/Mountain; **Scott Keith**, Mid-Continent; **Jeffrey F. Kies**, North Atlantic; **Kathryn W. Noxon**, South Atlantic.

Hill

Keith

Fightmaster

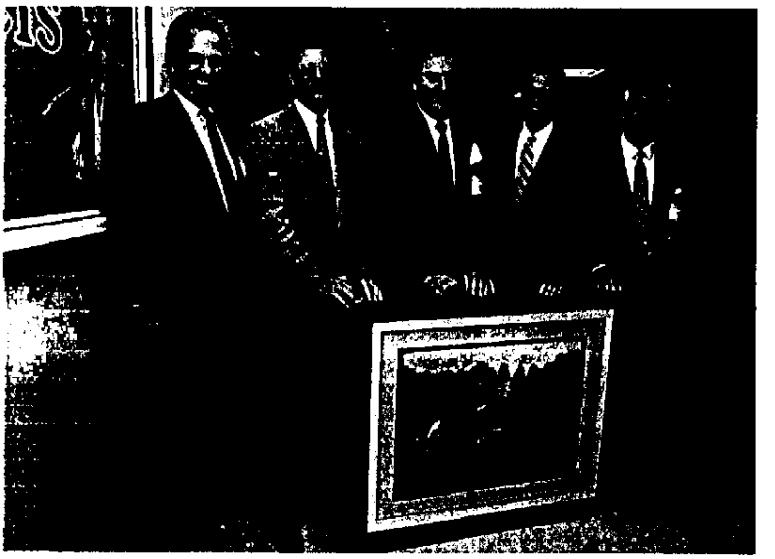
Harris



Kies

Noxon

SHORT CALLS



Charity honors company

Reynolds Tobacco has been a major contributor over the past four years to the South Square Motors Invitational in Durham, N.C., a golf tournament to benefit children at the Duke University Medical Center. Tournament organizers recently honored the company for its participation with a framed portrait of the event, which raised $75,000 this year. Gathered in the sales department lobby for the presentaion are (from left): Don Shea, tournament sponsor; Tom W. Trader, national manager – trade programs; Rufus Edmisten, N.C. secretary of state and tournament co-chairman; Ed Manning, vice president – trade relations; and Tommy Baker, tournament co-chairman.

W.D. Cook has been appointed sales training and development manager in the home-office personnel department.

Cook joined the company in 1979 as a sales representative in the Winston-Salem division, where he was promoted to area sales representative the following year. He was promoted to assistant manager in the Baltimore division in 1982 and to division manager in the Reading, Pa., division in 1986.

S.R. Bremer has been promoted to senior chain accounts manager in the Wichita, Kan., chain division.

Bremer joined the company in 1975 as a sales representative in the East Kansas City, Mo., division, where he was promoted to area sales representative the following year. He was promoted to area manager – merchandising in the Dallas division in 1980, to assistant manager in the Dallas Mid-Cities division in 1982 and to division manager in the Tulsa, Okla., division in 1983. Bremer was promoted to chain accounts manager in the Minneapolis chain division in 1985.

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Source: https://www.industrydocuments.ucsf.edu/docs/xpfn0000

PROMOTIONS & APPOINTMENTS

B.A. Cook has been promoted to chain accounts manager in the Syracuse, N.Y., chain division.

Cook joined the company in 1969 as a sales representative in the Springfield, Mass., division. He was promoted to area vending manager in 1979 and to assistant division manager in the Rochester, N.Y., division in 1982, and was named special accounts manager in that division the following year. Cook was promoted to division manager in the Syracuse division in 1987.

L.E. MacWilliams has been promoted to chain accounts manager in the Cleveland chain division.

MacWilliams joined the company as a sales representative in the Buffalo, N.Y., division in 1983 and was promoted to area sales representative the following year. She was promoted to merchandising manager – field in the Cleveland chain division in 1985, was named special accounts manager in 1986 and was promoted to division manager in the Rochester, N.Y., division in 1987.

M. McDermott has been promoted to chain accounts manager in the Mobile, Ala., chain division.

McDermott joined the company in 1978 as a sales representative in the Jackson, Miss., division, where he was promoted to area sales representative the following year. He was promoted to assistant division manager in the Paducah, Ky., division in 1982 and to division manager in the Hattiesburg, Miss., division in 1986.

M.R. Jacques has been promoted to sales training and vending/military manager in the North Atlantic sales area.

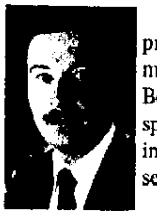
Jacques joined the company in 1977 as a sales representative in the Providence, R.I., division, where he was promoted to area sales representative in 1979. He was promoted to area manager – vending in the Buffalo, N.Y., chain division in 1980, to assistant division manager in the Buffalo division in 1982 and to division manager in that division in 1983.

J.L. Reynolds has been appointed marketing assistant for the Camel brand in the home-office marketing department.

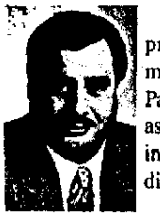
Reynolds was training and development manager in the Tulsa, Okla., division.

John G. Barnhardt has been promoted to division manager in the Tampa, Fla., division. Barnhardt was assistant division manager in the Columbia, S.C., division.

J.L. Clerici has been promoted to division manager in the San Jose, Calif., division. Clerici was assistant division manager in the Salt Lake City division.



T.J. Fitzin has been promoted to division manager in the North Boston division. He was special resources manager in the North Jersey retail service division.



P.J. Gilotty has been promoted to division manager in the Reading, Pa., division. Gilotty was assistant division manager in the Portland, Maine, division.

To CDC shift manager – traffic and distribution: **Walter L. Hall, Dan C. Swain, Jimmy R. Westmoreland.**

To CDC area supervisor – traffic and distribution: **Nathaniel W. Hogue Jr.**.

To assistant division manager: **Ronald E. Evans**, Columbia, S.C., division; **Timothy E. Tracy**, Daytona Beach, Fla., division.

To division special accounts manager: **Timothy J. Rohlf**, Peoria, Ill., division; **Alexis F. Tangorra**, Buffalo, N.Y., division.

To division special recources manager: **Michael E. Milder**, Kansas City, Kan., division.

To division training and development manager: **Eutimio Cantu**, Corpus Christi, Tex., division; **Timothy M. Winslow**, Paducah, Ky., division.

To secretary, field sales: **Earlean Hurt**, South Oklahoma City division; **Lynda L. Sloan**, South Atlanta division.

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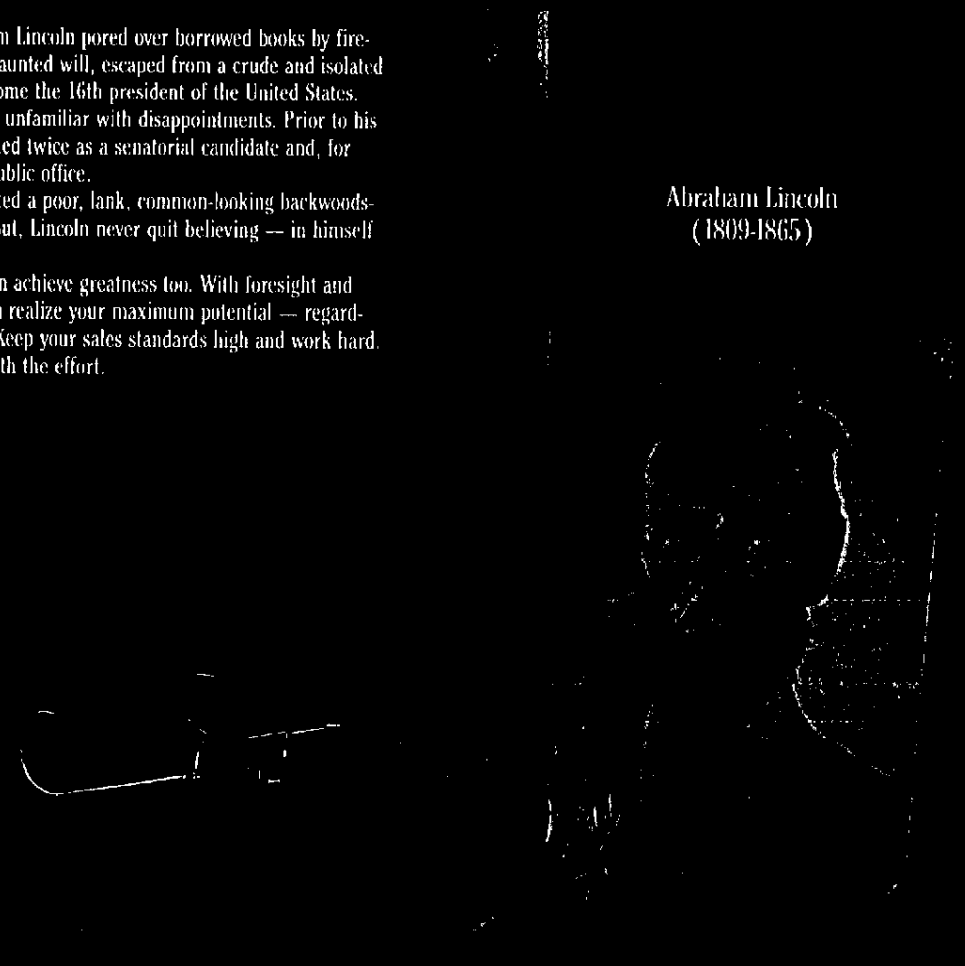
Within each of us lies the potential for greatness.

Self-taught, Abraham Lincoln pored over borrowed books by firelight and, with an undaunted will, escaped from a crude and isolated frontier society to become the 16th president of the United States.

Yet, Lincoln was not unfamiliar with disappointments. Prior to his election, he was defeated twice as a senatorial candidate and, for many years, held no public office.

No one really expected a poor, lank, common-looking backwoodsman to be president. But, Lincoln never quit believing — in himself and in mankind.

Like Lincoln, you can achieve greatness too. With foresight and determination, you can realize your maximum potential — regardless of life's setbacks. Keep your sales standards high and work hard. The reward is well worth the effort.



Abraham Lincoln
(1809-1865)

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